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People of Color in Predominantly White
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"ISSUES. OF RECRUITMENT AND RETENTION"

Delores Larkins

Administrator, Office of Minority Affairs, University of Washington

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"ISSUES. OF RECRUITMENT AND RETENTION"

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Administrator, Office of Minority Affairs
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Predominantly White Institutions are not aggressively creating ways to recruit People of Color who are seeking a career in higher education, and retaining them once they are there.

Issues of Recruitment

Predominantly White Institutions are remaining predominantly white, because they lack the role models important to Recruitment and Retention of diverse staff. They are not aggressively creating ways to recruit People of Color who are seeking a career in higher education, and retaining them once they are there. The number of People of Color employed in most Predominantly white Institutions is extremely low in departments across campus. That makes it hard for them to build any support system. A support system is a retention magnet; therefore institutions must develop an aggressive approach to be successful in bringing diversity to their institutions. The Have To's to do this include the following:

1. Embrace new ideas, attitudes, and commit from the top down to changing the look in Predominantly White Institutions, (from a white population to a racially diverse population.)
2. Develop Outreach-Recruiting strategies that will target campuses with a large percentage of People of color, job fairs, and community events.
3. When advertising, use language that would entice more People of Color to apply stating the institutional mission.
4. Provide attractive employment brochures for Outreach-Recruiting. Include information on benefits (health, continuing education, tuition exemption program, and career development.)
5. Provide appropriate employment brochures for Outreach-Recruitment Counselors to include in their materials when recruiting at high schools and community colleges. This gives the Recruitment Counselor a better chance of recruiting the students to attend school and consider employment once they have completed their studies.

Issues of Retention

Retaining People of Color in a Predominantly White Institution is difficult and will continue to be difficult. This is often due to career stagnation, biased performance evaluation and promotion standards, lack of opportunities for training, and workplace discrimination. In order for a Predominantly White Institution to enhance its diversity retention, they have to develop Retention strategies.

1. Establish a formal mentoring program. It can help to alleviate- turnover problems by providing employees from diverse backgrounds with information on

- organizational norms and career opportunities, as well as access to networks they might be excluded from under normal circumstances.
2. Make sure that diversity is included in all strategic plans. Line managers should be held accountable for progress in this area, and rewarded for actively assisting in employee career development.
 3. Make training available to help employees with career development/advancement. People of Color are often overlooked when training opportunities are made available.
 4. Use a formal committee to make performance and promotion decisions in order to reduce the effect of informal decision-making networks that are so common, subjective and biased in large organizations.
 5. Compile written standards for evaluations and promotions; make sure they are clearly understood by committee members and candidates.
 6. Perform a diversity audit and conduct exit interviews. This is an extremely useful tool; it identifies problem areas and establishes a baseline for measuring change.
 7. Encourage employees to get involved in their institutional activities, (committees and organizations) to prevent feelings of isolation.

Presenter:

Delores Larkin was born in Lafayette, Louisiana on December 5, 1956, and grew up in Portland, Oregon. She received undergraduate education at the University of Washington, where she has been an employee since 1985. She currently serves on the President's Advisory Committee for Women at the University of Washington. She coordinates workshops on Women of Culture in the workplace and a workshop on how to Dress for Success. She has completed training/certificate courses in Human Resources/Personnel in Higher Education, and has hosted on air interviews with National Public Radio. She is a Member of International Personnel Management Association, 1998-Present.